

Economic Empowerment of Syrian Women Refugees and Host Communities in the Arab Region – Final Evaluation of UN Women Regional Project (2014- 2016)



Final Report Annexes
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Annexes

Annex I: Team Structure

The team of working on this engagement was comprised of experts who specialise in women's rights, empowerment, gender equality and mainstreaming and have had hands on experience of implementing gender equality projects. They not only have in-depth knowledge and understanding of working on issues related to women's rights and gender equality but has conducted project evaluation in the development sector in the same area over the past few years.

While all the team members worked in close coordination throughout the evaluation lifecycle, the roles assigned to each team member has been clearly defined below:

S. No.	Team Member	Role Assigned
1.	Niraj Seth	Team Leader
2.	Hanan Kwinana	Gender and Humanitarian Action Expert
3.	Gaurav Bhargava	Engagement Manager, Senior Evaluation Expert
4.	Adhiraj Mukerji	Support Staff
5.	Aanchal Aggarwal	

Annex II: Evaluation Matrix

Evaluation Criteria	TOR Questions	Questions	Indicator	Source of Information	Data/Information Collection Tool
<p>RELEVANCE</p>	<ul style="list-style-type: none"> To what extent has UN Women ROAS established a relevant, realistic and strategic approach for its work in support of Syrian women’s economic empowerment in humanitarian contexts in the five countries? How has the approach differed in the different countries and between host community and camp settings? Did the project as designed and implemented meet the needs and priorities of all the targeted groups, including those who were most vulnerable? To what extent does UN Women’s approach complement and add value to that of other actors in the context of the 3RP Regional Refugee and Resilience Plan to in response to the Syria crisis and national response plans in the countries where they exist? 	<ul style="list-style-type: none"> To what extent has the project been relevant to the needs and priorities of the intended participants? To what extent does the project respond to the priorities of the concerned Governments in each country? How has the project incorporated human rights and gender equality principles and has aligned itself with the International and Regional guidelines and priorities set up for refugees? Has the project been able to adapt to the changing contexts and situation on ground? Did the project take into account external factors/risks and assumptions at the time of design? How did project implementation differ in different countries? Were there significant changes in the approach followed for implementation in host and camp settings? Were the planned project activities relevant and realistic to the situation and needs on ground? Were the problems 	<ul style="list-style-type: none"> Evidence suggesting that the project has been designed on the basis of international and regional guidelines incorporating human rights and gender equality principles Evidence suggesting that project design is based on National Action Plans and other policies pertaining to livelihood capacity building for women and issues related to gender based violence Evidence suggesting that project design is based on findings of empirical research studies Evidence suggesting that a <i>needs</i> assessment was carried out prior to implementation Number and type of stakeholders consulted Evidence that the inputs provided by stakeholders have been incorporated in the project design Number of partners/agencies working on refugee issues consulted Evidence suggesting that cost benefit analysis of 	<ul style="list-style-type: none"> Literature review: Needs assessments/situation analysis reports, progress reports, Web based articles, project concept notes, project proposal, UN Women regional and country office specific strategy documents, , Country policy papers and National Action Plans, partner selection/Training manuals Stakeholder consultations: Meeting with UN Women officials, representatives from Ministries responsible for safeguarding women’s rights, representatives from other agencies/NGOs/CSOs looking into the issue of gender based violence and livelihood capacity building, project participants 	<ul style="list-style-type: none"> Literature review log Semi-structured interviews

Evaluation Criteria	TOR Questions	Questions	Indicator	Source of Information	Data/Information Collection Tool
		<p>and needs adequately analysed?</p> <ul style="list-style-type: none"> To what extent and in which way has the project been relevant to the collective priorities of UNHCR, UNFPA, UNDP and other actors in the region? 	<p>programs by different agencies working with refugees was undertaken</p>		
<p>EFFECTIVENESS</p>	<ul style="list-style-type: none"> What is the progress towards results that UN Women has contributed to so far? What changes, positive and negative, have occurred in the lives of participating Syrian women as a result of project participation towards the realization of their human rights and gender equality? To what extent has UN Women’s approach integrated gender equality and human rights in the design and implementation of the project? What are enabling and limiting factors that contributed to the achievement of results and what actions need to be taken to overcome any barriers in future work in this area? 	<ul style="list-style-type: none"> Did the project have in place a well-defined Logical Framework Analysis? If yes, then to what extent the project outputs and outcomes have been achieved in accordance to Logical Framework Analysis? Has the project developed and built capacities of participants to respond to cases of fender based violence? Has the project built capacity of women to financially support themselves and their families? Has the project design taken into account UNEG and human rights and gender equality principles? Does it align itself with the International and Regional guidelines and priorities? What mechanisms were in place that ensured the project while implementation is cognizant of human rights and gender equality principles? 	<ul style="list-style-type: none"> Number of GBV awareness sessions conducted in each country Number of women trained on livelihood skills in each country Number of women who earn livelihood as a result of the project Number of capacity building sessions organised Evidence suggesting regular documentation of the changes after vocational trainings Evidence suggesting regular documentation of the changes after GBV awareness campaigns Number of women who earn their livelihood as a result of cash for work programs Evidence suggesting that indicators for evaluating project performance were altered by UN Women to capture HR &GE progress 	<ul style="list-style-type: none"> Literature review: Project LFA, progress reports, reports of any capacity building workshops/trainings, MIS data extracts, web articles, minutes of meetings, service level agreement documents (if any) Stakeholder consultations: Meetings with UN Women officials, representatives from local NGOs/CSOs, representatives of relevant Government Ministries & departments and representatives of project participants. 	<ul style="list-style-type: none"> Semi-structured Interviews

Evaluation Criteria	TOR Questions	Questions	Indicator	Source of Information	Data/Information Collection Tool
		<ul style="list-style-type: none"> • What has been the target realization with respect to the project objectives? • What factors have facilitated or hindered the achievements of the results? • What is the variance in performance from country to country due to the intervention and what are the reasons behind the same? 	<ul style="list-style-type: none"> • Evidence suggesting that UN Women has deployed a robust monitoring and implementation framework to manage adherence to HR & GE objectives • Evidence suggesting regular review mechanisms (such as progress reports) • Evidence suggesting regular feedback mechanism (interaction with stakeholders and participants) • Evidence suggesting that UN Women has deployed a robust country specific framework to account for their performance 		
<p>EFFICIENCY</p>	<ul style="list-style-type: none"> • How economically were resources/inputs (funds, expertise, time, etc.) converted into results? • What operational mechanisms, including management arrangements and procedures, are needed to make UN Women’s approach at the regional level, to supporting Syrian women’s economic empowerment in humanitarian settings more efficient? • Were there any 	<ul style="list-style-type: none"> • Have resources been used strategically to achieve results? Have resources been used efficiently? • Is the project supported by a RBMF? If yes, how has the presence of RBMF facilitated the project? How effectively did the project management team monitor project performance and results? • What was the financial review mechanism of the project? • What were the challenges faced while implementation of the project? 	<ul style="list-style-type: none"> • Evidence suggesting that data and insights captured in monthly, quarterly and annual project reports highlight no variance and that all stipulated milestones have been achieved in time. • Variance in terms of cost incurred and time spent between stipulated approach and alternate approach • Deployment of resources while taking into account human rights and gender equality components are 	<ul style="list-style-type: none"> • Literature review: Project concept document, audited financial reports for the project, progress reports, CVs of relevant officials, resignation letters (if any) for key resources, monthly, quarterly and annual reports, job descriptions of relevant stakeholders. • Stakeholder consultations: Meetings with UN Women officials and implementing partners 	<ul style="list-style-type: none"> • Semi-structured Interviews

Evaluation Criteria	TOR Questions	Questions	Indicator	Source of Information	Data/Information Collection Tool
	<p>constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?</p>	<ul style="list-style-type: none"> • Were there any mechanisms to address the challenges 	<p>sufficient and in line with project activities.</p> <ul style="list-style-type: none"> • Financial monitoring is defined, regular, and adequate for interim correction. • Evidence suggesting timely dispersal of funds between the relevant entities • Evidence suggesting periodic documentation of progress and challenges through interaction with project stakeholders • Number of capacity building sessions for the project staff 		

Annex III: Data Collection Instruments

Semi Structured Questionnaire for Regional Staff

1. How did UN Women's integrate gender equality and human rights principles in the design and implementation of the project? Were country specific priorities and needs in terms of HR and GE incorporated in the design? If so, how were they identified and incorporated?
2. Was and in what ways project design informed by the existing policies and socio-cultural landscapes in each of the country? How did the project adjust to the varying contexts while maintaining a common thread?
3. Did the project design account for unforeseen circumstances and were risks and assumptions well thought through at the time of designing the project?
4. How were the activities and stakeholders selected for the project? Were these activities validated with stakeholders at various levels before beginning the implementation? How was the implementation model finalized for the project?
5. What was the reason for UN women to implement a project on Refugees given that UNHCR is actively working in all countries? How did the project design incorporate synergy between programs of similar nature implemented by UN Women and by other agencies operating on the refugee issue in the target country?
6. Were different approaches used for implementing the programs in different countries? Can you please provide details for the same? Similarly, while implementing the project were different approaches deployed for host and camp settings? What are the reasons for the same?
7. How did the project design incorporate aspects of the 3RP Regional Refugee and Resilience Plan and the national response plan in the target countries?
8. Was the project supported by a logical framework and a monitoring and reporting system? If yes, what measures were undertaken to ensure adherence to the identified benchmarks?
9. How have the HR and GE principles woven in the project implementation? What mechanisms are in place to ensure adherence to these principles? Are there any specific indicators that track progress through lens of HR and GE?
10. Were there any challenges (political, practical and bureaucratic) faced while implementation of the project? If yes, please elaborate? What efforts were made by the UN Women team to overcome those challenges?
11. Is the project backed by a sound Financial Management system? Was there timely supply of funds for conducting the project activities? Were the funds utilized as per the project plan? If no, which country/countries deviated from the plan and what were the reasons for the deviation? Was flexibility be given to country offices to make changes in the budget?

12. Was there sufficient deployment of financial and human resources for the achieving outputs and outcomes? Was the strategy adopted for achieving the intended outputs and outcomes cost-effective? If no, could there be an alternative approach implemented than the current approach?
 13. How sustainable are the various partnerships created under this project? Has the project led to creation of networks and linkages to help sustain the results of the project beyond project completion? Have additional resources been identified and allocated by UN Women in order to ensure continued services post UN Women support?
 14. What are the key lessons learnt during the implementation of the project? Is there provision of knowledge sharing between different country offices, refugee camps and host communities to identify best practices with regards to reduction of GBV and VAW?
 15. What are the recommendations you want to suggest to further strengthen the capacity and sustainability of the project beyond its completion?
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Semi structured questionnaire for the representative from country office

1. How long have you been associated with the project? How relevant do you think economic empowerment was, as the model, to strengthen Syrian refugee women and girls' capacities to claim their rights? What were the primary factors taken into consideration before implementing the project? Were there any additional factors that should have been considered while finalising the implementation plan?
2. Does the project align well with the national context? If so, how was the project altered to accommodate for and build upon the existing policies and socio-cultural landscapes?
3. In the context of (***name of country***) how were HR and GE principles taken care of while implementing the project? Were any specific priorities and needs in terms of HR and GE incorporated in the design? If so, how were these identified and incorporated?
4. How were the activities selected for the project? Was any need assessment study conducted prior to the implementation of the project in terms of the identification of the activities? If so, how were the results incorporated in the implementation plan?
5. What was the mechanism for the selection of implementing partners? Was the capacity of the implementing partners who undertook the vocational trainings and awareness campaigns on GBV adequate? What support did UN women give to the implementing partners to improve their capacity and service delivery?
6. Are there any differences between the implementation model deployed for host community and camp settings?

7. How was synergy achieved between programs of similar nature implemented by UN Women and by other agencies operating on the refugee issue in the target country?
 8. What efforts are undertaken to ensure higher participation by women and girls in vocational trainings and GBV awareness campaigns? What mechanisms were in place to gauge the recall of the participants, with regards to the trainings conducted?
 9. What has been the role of men and boys in the awareness campaigns on GBV? What were the levels of participation of men and boys in these campaigns?
 10. What has been the target realization with respect to the project objectives? What factors have facilitated or hindered the achievements of the results?
 11. What were the challenges faced while implementation of the project? How have implementing partner and other stakeholders been able to overcome those challenges?
 12. Was there sufficient deployment of financial and human resources for the achieving outputs and outcomes? Was there timely supply of funds for conducting the project activities? Were the funds utilized as per the project plan? If no, what were the reasons and how were changes made in the budget?
 13. Was the strategy adopted for achieving the intended outputs and outcomes cost-effective? If no, could there be an alternative approach implemented than the current approach? If so, please elaborate. Have alternative financial and human resource models identified to further ensure sustainability of the project?
 14. What are the key lessons learnt during the implementation of the project? Was there provision of knowledge sharing between different refugee camps and host communities to identify best practices with regards to reduction of GBV and VAW? If so, how have the learnings incorporated into the trainings?
 15. How have the implementing partners planned to make the project sustainable beyond project completion? (Probe areas- Networks established and usage of those beyond project completion)
 16. Do you think the implementation of this project has led to changes in the policy and legal environment? If so, please elaborate? What aspects of the UN women intervention on Syrian refugees should be incorporated in the future policies and programs?
 17. What are the recommendations you want to suggest to further strengthen the capacity and sustainability of the project? What additional resources need to be identified and allocated in order to ensure continued services post UN women support According to you what should be the future roadmap?
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Semi structured questionnaire for Government Officials:

1. What are the policies, programs and initiatives in place at the national level on refugee protection? How are these programs and initiatives implemented? Are there any linkages between the existing national programs and the “Syrian WEE Regional Project”?
 2. What inputs were provided by the government to make the project relevant to the needs and priorities of the participants? Do you think the project design and project activities are able to address the needs and priorities of the participants sufficiently? If no how does the government plan to address these issues?
 3. How did the project design incorporate international and regional guidelines on refugees? How did the project design incorporate aspects of the 3RP Regional Refugee and Resilience Plan and the national response plan in the target countries?
 4. How did the current project design incorporate the social and cultural facets within the country? To what extent was the project design and implementation plan adapted to the national context?
 5. Which government departments are involved in the implementation of project? How is your department involved in the project? How was convergence ensured between different departments/ministries working on the project?
 6. What have been the key lessons learnt during the implementation of the project? Were there provisions of knowledge sharing between different governments departments to identify best practices with regards to the partnership with UN Women? If so, how will the learnings be incorporated into the next phase of the project?
 7. Have there been instances of implementing agencies engaging with the government to ensure sustainability of the project? What has been the level their participation? How were their inputs taken into consideration to ensure sustainability of the project? How does the government plan to collaborate with various implementing agencies beyond project completion?
 8. Do you think the government should restructure its current partnership with UN Women for future implementation of this project? If so, why and how do you plan to do the same?
 9. Do you think the future government programs and policies should incorporate any aspects of the UN women intervention? If so, please elaborate?
 10. What are the recommendations you want to suggest to further strengthen the capacity and sustainability of the project beyond its completion?
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Semi structured questionnaire for the implementing agencies:

1. For how long has your organisation been implementing the project? Can you elaborate on the work being undertaken as part of project - extent of services provided in the space of vocational trainings/ awareness campaigns on GBV and scale/coverage of activities?
2. Do you think the project aligned with the national context? What alterations were made in the implementation of the project to accommodate for and build upon the existing policies and socio-cultural landscapes?

3. How did UN Women's approach integrate gender equality and human rights principles in the design and implementation of the project? What mechanisms were in place to ensure adherence to the HR and GE principles during project implementation?
4. How were the activities selected for the project? Was any need assessment study conducted prior to the implementation of the project to identify the appropriateness of the activities to the current state of the refugees? If yes, what were the results and how were they incorporated in the implementation plan?
5. Is the project backed by a logical framework? What kind of monitoring and reporting systems were created for the project? What is your opinion on the applicability and suitability of these systems to the kind of work your agency is undertaking? How was it ensured that the project activities are on track and that any deviation is taken care of?
6. What were the levels of participation of women and girls in the vocational trainings and GBV awareness campaigns? What efforts are undertaken to ensure higher participation by women and girls in both these trainings? What were the mechanisms in place to gauge the recall of the participants, with regards to the trainings conducted?
7. To what extent have these vocational trainings been able increase women and girls' ability to engage in gainful employment? To what extent have the awareness campaigns on GBV have been able to sensitize women to claim their rights?
8. What has been the role of men and boys in the awareness campaigns on GBV? What were the levels of participation of men and boys in these campaigns? How has their participation add value to their trainings?
9. a) What were the various challenges faced by your organization with regards to implementation of the project? How have implementing partners and other stakeholders been able to overcome those challenges? b) Was there any capacity building sessions for the project staff to overcome implementation challenges? If so, how were these capacity building sessions planned and executed?
10. Was there sufficient deployment of financial and human resources? Was there timely supply of funds and technical resources for conducting the project activities? Are there any areas where you need further resource mobilization support? If yes, then please elaborate?
11. a) What are the key lessons learnt during the implementation of the project? Were there provisions for knowledge sharing between different refugee camps and host communities in order to identify and appropriate best practices with regards to reduction of GBV and VAW? b) Who was responsible for developing these knowledge sharing platforms and managing them? What was the frequency with which project management and implementing agencies meet to share best practices? How were the best practices identified incorporated in the training programs?
12. What aspects of the UN women intervention on Syrian refugees should the government incorporate in the future policies and programs? Do you think the implementation of this project has led to changes in the policy and legal environment? If so, please elaborate?
13. What are the recommendations you want to suggest to further increase the coverage of the project with regards to the number of participants inducted? What efforts have been

undertaken to strengthen the operational capabilities of the implementing partners beyond the project completion? According to you what should be the future roadmap?

Semi -structured questionnaire for UN agency officials

1. What has been your primary mandate in the specific context of the countries under the project? How long have you been working in the region?
 2. Describe the nature of the relationship with UN Women, with regards to operations in the target countries. How did the interaction with UN Women officials work in countries where the agency did not have a country office?
 3. How do you feel that efforts of the UN Women project have complemented that of your own agency? Do you feel that there has been any overlap of efforts, wherein resources were being used by individual agencies for the same end? If so, do you think resources should have been better prioritized by individual agencies and if so, how?
 4. Do you believe that the mandate of interventions on behalf of female refugees and female host citizens is one that falls to UN Women? If not, why do you believe so?
 5. Were there regular interactions between UN Women and individual agencies in order to meet, discuss and identify strengths and weaknesses of the respective programs in the region which have common thematic areas? If so, was any action taken basis these discussions?
 6. Were the mandates of each agency operating in the area clearly laid out? Was there clarity on the authority structure to be followed within the target countries with regards to mandates?
 7. Did UN Women adopt any best practices, implementing CSO partners or any other such form of assistance from your agency? If so, please describe the assistance provided.
 8. Do you believe that the current partnership with UN Women requires restructuring? If so, why and how do you believe this should be implemented?
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Case study questions in Lebanon

1. How long have you been associated with the cooperative? What has been the rationale for formulating the cooperative? What were the primary factors taken into consideration before conceptualizing the plan for the cooperative?
2. How has been your experience participating in the vocational trainings? Have these vocational trainings helped in your capacity building? If so, how were the learnings from these trainings leveraged to form/ manage the cooperative?
3. Do you feel that the vocational training project allowed you to mitigate, to some degree, the economic difficulties you were facing? What do you think will be the role of the cooperative to help in making refugee women financially self-sufficient after the project?
4. Do you feel that participation in the project has enhanced your ability to involve yourself in community decisions? Do you feel that you are able to represent your interests adequately among the community? If so, can you provide instances of how you used your enhanced ability to involve in decision making during the formation and management of the cooperative

5. Did you have regular interactions with project staff before conceptualizing the cooperative? How did the project staff support you in the formation and implementation plan for the cooperative? (Probe areas: Connecting with local manufactures/dealers, helping in setting of minimum wages etc.)
 6. Has the intervention (forming a cooperative) been successful in bringing a visible change in your life as a refugee? If so, what have been those changes and how can this intervention help in improving the lives of other refugees?
 7. Has the formation of cooperative helped to facilitate an exchange of information of best practices between the participants? Has it provided a platform for the participants of the project to negotiate better terms of trade with the local employers?
 8. How has the situation at the host community overtime since your entry into the host community until the formulation of the cooperative?
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Case study questions in Jordan

1. How long have you been in the camp? Have you always lived in the same division in the camp? If not, why have you shifted?
 2. Within the cash for work project, what activities have you been involved in? Did you find these activities were easily adaptable to your skill-set and current situation?
 3. How do you feel that the community within the camp has been assimilated? Do you feel that stratification within the camp exists due to socio-cultural identifiers? If so, has this impacted the implementation of the cash for work project?
 4. What were the mechanisms of the cash for work project? How were individuals taken under the project? Who formed the management figureheads of the project?
 5. (For single women): Do you believe that the cash for work project has enhanced your ability to fulfil your responsibilities as head of the household?
 6. Do you feel that the project adequately accounted for your current situation? How was the cash for work project implemented with individuals who were unable to work (old women, women with disabilities etc). Were safeguards implemented to account for these people as well?
 7. Did you face any opposition from male members of the community with regards to participating in cash for work activities? If so, did the project have measures to help mitigate these? Did the gender awareness sessions discuss the importance of the individual economic agency of a woman?
 8. How do you feel that your life has changed from prior to the implementation of the project? What changes would you recommend (if any) to the project?
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FGD guidelines - Iraq

1. How long have you been in the camp? Have you always lived in the same division in the camp? If not, why have you shifted?
2. How were you informed about the activities undertaken by UN Women/implementing partner? Did you have to undergo a selection procedure for being chosen as a beneficiary? If yes, then what were the criteria of selection?

3. What are the components of the project that you are associated with? What is the duration of the component and what are the key features? Did you choose the specific component to participate in? Did you find these activities were easily adaptable to your skill-set and current situation?
 4. Have you received any group based or individual counselling? Have you received any capacity building sessions/coaching as part of the project?
 5. Can you draw linkages of the interventions provided with your existing activities? How much time is spent in the Centre? How do you manage your household chores/domestic work with it?
 6. How do you feel that the community within the camp has been assimilated? Do you feel that stratification within the camp exists due to socio-cultural identifiers? If so, has this impacted the implementation of the cash for work project?
 7. What were the mechanisms of the cash for work project? How were individuals taken under the project? Who formed the management figureheads of the project?
 8. (For single women): Do you believe that the cash for work project has enhanced your ability to fulfil your responsibilities as head of the household?
 9. Do you feel that the project adequately accounted for your current situation? How was the cash for work project implemented with individuals who were unable to work (old women, women with disabilities etc.)? Were safeguards implemented to account for these people as well?
 10. Did you face any opposition from male members of the community with regards to participating in cash for work activities? If so, did the project have measures to help mitigate these? Did the gender awareness sessions discuss the importance of the individual economic agency of a woman?
 11. How do you feel that your life has changed from prior to the implementation of the project? What changes would you recommend (if any) to the project?
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Discussion guidelines with trainers

1. Please introduce yourself – name, nationality and years of association with the training centre and the trait.
2. Have you worked earlier? If yes, how many years of experience you have?
3. Have you undergone any formal training? If yes, from where?
4. How did you get to know about the centre?
5. How many hours in a day do you work? How many batches have you trained so far? Usually what is the strength in these batches?
6. Have you faced any problem of drop outs in your batch? If yes, what as a trainer have you done to mitigate it?
7. What are some good things that you have achieved being a trainer?
8. What challenges have been faced by you while running these training sessions?
9. Are the women trained under you working? Could you please share few examples?
10. What benefits have you derived being a trainer here?
11. What changes would you like to make in the project to make it more effective?

Annex IV: List of Stakeholders Consulted

Interviewees' Designation	Institution
Coordinator, NCW training center Giza	NCW
Project Manager	UN Women
Director, External Relations & International Cooperation Department	NCW
Project Coordinator	Insan Foundation
Project Adviser	UN Women
Researcher/Advisor	Embassy of Japan
Field Coordinator	UN Women
Director	Fair Trade Lebanon
Project Director	Fair Trade Lebanon
Director	Safadi Foundation
Director	Social Development Centres
Senior Social Worker-SDCs Division	Republic of Lebanon –Ministry of Social Affairs
Second Secretary	Embassy of Japan in Lebanon
Founder and Director	Abaad
Interagency Coordinator, Social Stability and Livelihoods	UNDP
Second Secretary	Embassy of Japan in Jordan
Economic Analyst at the Economic and Economic Cooperate Division	Embassy of Japan in Jordan
Head, Recovery, Resilience, Response UN Women Jordan	UN Women
Second Secretary	Embassy of Japan in Jordan
Project Officer Jordan Country Office	WFP
Adviser	UN Women
Humanitarian Coordinator	UNFPA
Protection Officer	UN Women
External Relations Officer	UNHCR
Project coordinator	UN Women
Senior Camp Assistant	UN Women
Senior Field Coordinator- Camp Manager Za'atari	UNHCR
Project Manager	ARDD-Legal Aid
Director	ARDD-Legal Aid
Project Coordinator	WRO
Senior Project Manager	WRO
Project Coordinator	UN Women
Executive Director (project manager)	Women's Empowerment Organization
Programme Coordinator	Women's Empowerment Organization
Gender Based Violence Specialist	UNFPA
Programme Specialist - Socio-Economic Recovery Team Leader	UNDP
Resilience Specialist	UNDP

Annex V: Literature Review Log

Document Name	Year	Country	Author	Insight
Syrian Refugees in Jordan Confronting Difficult Truths	2015	Jordan	Doris Carrion	Insights to an open livelihood and income generation policy for Syrians. The document captures the benefits of an open livelihood policy to be beneficial for both Syrian and Jordanian economy.
Access to work for Syrian refugees in Jordan: A Discussion paper on labour and refugee law and policies	2015	Jordan	ILO Regional Office for Arab States	Understanding the multifaceted issue of access to work for Syrian refugees in Jordan. Besides the need for a comprehensive livelihoods programme that would benefit both Jordanian and Syrian refugee communities, the paper captures the need to develop a clear refugee policy and give Syrians formal work permits in specific sectors in accordance with Jordanian regulations.
At the Breaking Point: Refugees in Jordan and Egypt	2015	Jordan, Egypt	Refugee Council USA Mission	Understanding the national laws that lay a foundation for protecting children from domestic violence.
A Field Study Report The Case of Syrian Refugees in the Zataari Refugee Camp, Jordan	2012	Jordan	The Post-war Reconstruction and Development Unit	Understanding the Syrian refugee crisis and offering insights and recommendations on this issue.
A review of the humanitarian response to the Syrian refugee crisis in Jordan, 2012-13	2013	Jordan	Sean Healy and Sandrine Tiller	Understanding the response by the Government of Jordan and by the international humanitarian community to meet the needs of Syrian refugees
Forced Migration of Syrians to Jordan: An Exploratory Study	2012	Jordan	Mohamed Olwan and Ahmad Shiyab	Understanding the economic, social and legal conditions of Syrian refugees residing in Jordan subsequent to the events of March 2011 in Syria.
Jordan: Syria Crisis	2016	Jordan	European Commission: Humanitarian Aid and Civil Protection	Insights into the EU support to the Jordanian Government and humanitarian actors on the ground in supporting vulnerable Syrian refugees in particular those living outside of camps as well as Jordanian host communities.
I want a safe place' Refugee women from Syria uprooted and unprotected in Lebanon	2016	Lebanon	Amnesty International	Insights into the failure by the international community to provide adequate funds forcing the UN to reduce the support provided to refugees.
Refugee Livelihood in Urban areas: Identifying Programme Opportunities Case study Egypt	2012	Egypt	Feinstein International Center	Insights to the urban livelihoods context for refugees and asylum seekers and identification of programming opportunities and promising programme initiatives.
Refugee Perceptions Study: Zataari camp and Host communities in Jordan	2014	Jordan	Oxfam	Understanding the needs of Syrian refugees residing in Jordan from the perspective of the refugees themselves. The document identifies new challenges and gaps in aid assistance efforts in Jordan.

Document Name	Year	Country	Author	Insight
Gender-based Violence and Child Protection among Syrian refugees in Jordan, with a focus on Early Marriage	2013	Jordan	UN Women	Understanding the risks that Syrian refugee families especially women and girls face in Jordan. The document provides a deeper understanding of Syrian urban refugees' knowledge, attitudes and practices towards gender-based violence (GBV) against adults and children.
Gender-based violence amongst Syrian refugees in the Kurdistan Region of Iraq	2014	Iraq	UN Women	Insights to the range of GBV issues affecting Syrian refugee women in Kurdistan Region of Iraq. The report is unable to provide a complete and comprehensive picture but does highlight the need for extensive efforts to understand and respond to the violence that Syrian refugee women are exposed to in KRI.
Integrating Human Rights and Gender Equality in Evaluation -- Towards UNEG Guidance	2011	Iraq, Egypt, Jordan and Lebanon	United Nations Evaluation Group	Understanding how to integrate dimensions of Human Rights and Gender Equality throughout an evaluation process.
Norms for Evaluation in the UN System	2005	Iraq, Egypt, Jordan and Lebanon	United Nations Evaluation Group	Understanding the guiding principles for evaluating the results achieved by the UN system and governing of the evaluation function within each entity of the UN system.
UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis	2015	Iraq, Egypt, Jordan and Lebanon	Division of Data, Research and Policy	Understanding the procedures taken by UNICEF to conduct research, evaluation, data collection and analysis
The ILO Response to the Syrian Refugee Crisis	2016	Iraq, Egypt, Jordan and Lebanon	International Labour Organization	Insights into the ILO's strategy towards the Syrian refugee crisis. The document captures that ILO has a development-focused and employment-driven strategy in its support to host communities and refugees so as to maintain and reinforce the social and economic stability of the affected neighbouring countries.
Food sector promotion for urban refugees in Egypt	2014	Egypt	International Labour Organization	Insights into the sectoral development project in Egypt to be carried out by ILO with the aim to improve the livelihoods of Syrian refugees in large urban settlements.
Forging New Strategies in Protracted Refugee Crises: Syrian Refugees and the Host State Economy	2015	Jordan	WANA Institute	Understanding the impacts of Syrian refugees on Jordan and conceptualising new and innovative ways of approaching refugee crises.
Economic Empowerment of Syrian Women Refugees in Egypt	2016	Egypt	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Egypt.
Supporting Syrian Women Refugees' Livelihood in Iraq	2016	Iraq	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Iraq. The document captures the vocational trainings being implemented in Iraq to support Syrian women refugees.

Document Name	Year	Country	Author	Insight
Towards Economic Empowerment and Community Mobilization of Women Affected by the Syrian Conflict in Lebanon	2016	Lebanon	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Lebanon. The document captures the nature of vocational trainings and awareness campaigns on GBV being implemented in Lebanon.
Regional Refugee & Resilience Plan 2015-16 LEBANON	2016	Lebanon	UN Women	Insights into the economic, demographic and security challenges faced by Lebanon as a result of the crisis in Syria, thus the Government has adopted a policy paper stating priorities to manage the displacement crisis.
Regional Refugee & Resilience Plan 2015-16 IRAQ	2016	Iraq	UN Women	Insights into the plan of the government to incorporate resilience interventions aimed at contributing to stronger self-reliance of refugees and impacted communities and to strengthen the capacity of the Government to provide basic services to meet the demands of the increased population in Iraq.
Regional Refugee & Resilience Plan 2015-16 EGYPT	2016	Egypt	UN Women	Understanding the 3RP - Country Plan for The Arab Republic of Egypt. The document captures ways to strengthen protection and support for Syrian refugees and host communities.
Syrian Women Economic Empowerment Project Document	2014	Iraq, Egypt, Jordan, Syria and Lebanon	UN Women	Provides insights into the strategy behind the plan and its projected implementation across the target countries.
Syrian Women Economic Empowerment- First Quarter Progress report	2015	Iraq, Egypt, Jordan, Syria and Lebanon	UN Women	Marks and analyses the progress made by the project with regard to projected outputs and outcomes from the period between August-December 2014
Syrian Women Economic Empowerment-Second Quarter Progress report	2015	Iraq, Egypt, Jordan, Syria and Lebanon	UN Women	Marks and analyses the progress made by the project with regard to projected outputs and outcomes from the period between April-June 2015
Syrian Women Economic Empowerment-Third Quarter Progress report	2015	Iraq, Egypt, Jordan, Syria and Lebanon	UN Women	Marks and analyses the progress made by the project with regard to projected outputs and outcomes from the period between July-September 2015
Syria Regional Response Plan	2014	Iraq, Egypt, Jordan, Turkey and Lebanon	UNHCR	The document is related to the Syria Regional Response Plan, which was implemented on a regional basis in 2014. The project aimed at analyzing the key risks faced by refugees within refugee camps, refugees outside of refugee camps as well as the role played by host communities in various countries.

Document Name	Year	Country	Author	Insight
Egypt Humanitarian Project-Progress report	2015	Egypt	UN Women	Analyzes and maps the progress of the project in Egypt since its inception in 2014. Provides valuable insights into the skill development and livelihood capacity building aspects of the project.
Syrian Refugees in Jordan Confronting Difficult Truths	2015	Jordan	Doris Carrion	Insights to an open livelihood and income generation policy for Syrians. The document captures the benefits of an open livelihood policy to be beneficial for both Syrian and Jordanian economy.
Access to work for Syrian refugees in Jordan: A Discussion paper on labour and refugee law and policies	2015	Jordan	ILO Regional Office for Arab States	Understanding the multifaceted issue of access to work for Syrian refugees in Jordan. Besides the need for a comprehensive livelihoods project that would benefit both Jordanian and Syrian refugee communities, the paper captures the need to develop a clear refugee policy and give Syrians: formal work permits in specific sectors in accordance with Jordanian regulations.
At the Breaking Point: Refugees in Jordan and Egypt	2015	Jordan, Egypt	Refugee Council USA Mission	Understanding the national laws that lay a foundation for protecting children from domestic violence.
A Field Study Report The Case of Syrian Refugees in the Zataari Refugee Camp, Jordan	2012	Jordan	The Post-war Reconstruction and Development Unit	Understanding the Syrian refugee crisis and offering insights and recommendations on this issue.
A review of the humanitarian response to the Syrian refugee crisis in Jordan, 2012-13	2013	Jordan	Sean Healy and Sandrine Tiller	Understanding the response by the Government of Jordan and by the international humanitarian community to meet the needs of Syrian refugees
Forced Migration of Syrians to Jordan: An Exploratory Study	2012	Jordan	Mohamed Olwan and Ahmad Shiyab	Understanding the economic, social and legal conditions of Syrian refugees residing in Jordan subsequent to the events of March 2011 in Syria.
Jordan: Syria Crisis	2016	Jordan	European Commission: Humanitarian Aid and Civil Protection	Insights into the EU support to the Jordanian Government and humanitarian actors on the ground in supporting vulnerable Syrian refugees in particular those living outside of camps as well as Jordanian host communities.
'I want a safe place' Refugee women from Syria uprooted and unprotected in Lebanon	2016	Lebanon	Amnesty International	Insights into the failure by the international community to provide adequate funds forcing the UN to reduce the support provided to refugees.
Refugee Livelihood in Urban areas: Identifying Programme Opportunities Case study Egypt	2012	Egypt	Feinstein International Center	Insights to the urban livelihoods context for refugees and asylum seekers and identification of programming opportunities and promising programme initiatives.
Refugee Perceptions Study: Zataari camp and Host communities in Jordan	2014	Jordan	Oxfam	Understanding the needs of Syrian refugees residing in Jordan from the perspective of the refugees themselves. The document identifies new challenges and gaps in aid assistance efforts in Jordan.

Document Name	Year	Country	Author	Insight
Gender-based Violence and Child Protection among Syrian refugees in Jordan, with a focus on Early Marriage	2013	Jordan	UN Women	Understanding the risks that Syrian refugee families especially women and girls face in Jordan. The document provides a deeper understanding of Syrian urban refugees' knowledge, attitudes and practices towards gender-based violence (GBV) against adults and children.
Gender-based violence amongst Syrian refugees in the Kurdistan Region of Iraq	2014	Iraq	UN Women	Insights to the range of GBV issues affecting Syrian refugee women in Kurdistan Region of Iraq. The report is unable to provide a complete and comprehensive picture but does highlight the need for extensive efforts to understand and respond to the violence that Syrian refugee women are exposed to in KRI.
Integrating Human Rights and Gender Equality in Evaluation -- Towards UNEG Guidance	2011	Iraq, Egypt, Jordan and Lebanon	United Nations Evaluation Group	Understanding how to integrate dimensions of Human Rights and Gender Equality throughout an evaluation process.
Norms for Evaluation in the UN System	2005	Iraq, Egypt, Jordan and Lebanon	United Nations Evaluation Group	Understanding the guiding principles for evaluating the results achieved by the UN system and governing of the evaluation function within each entity of the UN system.
UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis	2015	Iraq, Egypt, Jordan and Lebanon	Division of Data, Research and Policy	Understanding the procedures taken by UNICEF to conduct research, evaluation, data collection and analysis
The ILO Response to the Syrian Refugee Crisis	2016	Iraq, Egypt, Jordan and Lebanon	International Labour Organization	Insights into the ILO's strategy towards the Syrian refugee crisis. The document captures that ILO has a development-focused and employment-driven strategy in its support to host communities and refugees so as to maintain and reinforce the social and economic stability of the affected neighbouring countries.
Food sector promotion for urban refugees in Egypt	2014	Egypt	International Labour Organization	Insights into the sectoral development project in Egypt to be carried out by ILO with the aim to improve the livelihoods of Syrian refugees in large urban settlements.
Forging New Strategies in Protracted Refugee Crises: Syrian Refugees and the Host State Economy	2015	Jordan	WANA Institute	Understanding the impacts of Syrian refugees on Jordan and conceptualising new and innovative ways of approaching refugee crises.
Economic Empowerment of Syrian Women Refugees in Egypt	2016	Egypt	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Egypt.
Supporting Syrian Women Refugees' Livelihood in Iraq	2016	Iraq	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Iraq. The document captures the vocational trainings being implemented in Iraq to support Syrian women refugees.

Document Name	Year	Country	Author	Insight
Towards Economic Empowerment and Community Mobilization of Women Affected by the Syrian Conflict in Lebanon	2016	Lebanon	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Lebanon. The document captures the nature of vocational trainings and awareness campaigns on GBV being implemented in Lebanon.
Regional Refugee & Resilience Plan 2015-16 LEBANON	2016	Lebanon	UN Women	Insights into the economic, demographic and security challenges faced by Lebanon as a result of the crisis in Syria, thus the Government has adopted a policy paper stating priorities to manage the displacement crisis.
Regional Refugee & Resilience Plan 2015-16 IRAQ	2016	Iraq	UN Women	Insights into the plan of the government to incorporate resilience interventions aimed at contributing to stronger self-reliance of refugees and impacted communities and to strengthen the capacity of the Government to provide basic services to meet the demands of the increased population in Iraq.
Regional Refugee & Resilience Plan 2015-16 EGYPT	2016	Egypt	UN Women	Understanding the 3RP - Country Plan for The Arab Republic of Egypt. The document captures ways to strengthen protection and support for Syrian refugees and host communities.

Annex VI: Country Context

Egypt

Despite the lack of a land border with Syria, Egypt has become one of the “safe havens” for Syrian refugees. The country has 117,350 registered refugees (50.8 per cent male and 49.2 per cent female) spread across 39,839 households within the host communities.¹ The government reports that the actual number of refugees is higher as many do not register due to the fear of being deported or refused asylum. While refugees are spread across the country the highest concentrations are found in the governorates of Alexandria, Cairo, Giza and Qalyubia.

Egypt is a signatory to the 1951 Geneva Convention on the protection of refugees, its additional Protocols as well as the Organization of African Unity (OAU) Convention (1969). As such, people who enter the country to avoid persecution in their own countries are entitled to asylum and protection on a temporary basis. The government’s stance on refugees having a temporary presence in the country is reflected by the restrictions it has placed on five articles of the Refugee Convention related to personal status, rationing, access to primary education, access to public relief and assistance, and labour legislation and social security. Additionally, refugees are not permitted to apply for Egyptian citizenship as citizenship is acquired on the basis of descent. However, the country has signed other international treaties and agreements that have allowed for the access of resources by refugees. An example of such a policy is Egypt’s ratification of the Convention on the Rights of the Child, which mandates free primary education to all individuals below the age of 18, irrespective of nationality.

Prior to July 2013, Syria nationals did not require a visa to enter the country. The departure of former President Mohammed Morsi was followed by a change in visa requirements for Syrian nationals. Syrians were required to obtain entry visas to enter the country. This led to a reduction in the number of Syrians in Egypt, especially as the new regulations were applied without prior notice, leaving several Syrian families dislocated between Syria and Egypt. While the government allows refugees and asylum seekers registered with UNHCR to regularise their residency and grants six-month renewable residency permits, one of the most critical challenges faced by refugees is their access to the labor market. As with all foreigners in the country, refugees must apply for a work permit. This process poses several difficulties for refugees due to the high cost of applying, as well as the need for the individual to find an employer who would be willing to sponsor him/her, including the payment of fees. Applicants must also provide evidence that their job cannot be filled by a local; this is made difficult because there are several laws related to the ratio of foreigners to Egyptian nationals at a particular employer. As a result of these constraints, some refugees work without permits. The lack of a permit removes all legal rights that would be accorded to a formal employee. This results in refugees working primarily in the informal labour sector and being offered very low wages. This has a subsequent effect on the ability of refugees to access basic services, such as health care and education.

For women refugees, safety and physical security are pressing issues, particularly for women living in disadvantaged neighbourhoods. A joint assessment conducted by five UN agencies (UNHCR, United Nations Children Fund (UNICEF), United Nations Population Funds (UNFPA), World Health Organisation (WHO) and WFP) in November 2013 highlighted that 32 per cent of female respondents reported having been subjected to verbal harassment, while 19 per cent reported having been subjected to physical violence. Twenty-five per cent of the respondents deemed the country unsafe for Syrian women due to increased incidences of sexual harassment that, in turn, have led to limited

¹ <https://data.unhcr.org/syrianrefugees/country.php?id=8>

mobility and freedom of movement among Syrian refugee women².

Iraq

At the time of the initiation of the project, Iraq hosted 350,000 Syrian refugees who were predominantly Syrian Kurds. Forty-eight per cent of the refugees were women and girls. The majority of the refugees reside in the north of the country, in the area governed by the Kurdistan Regional Government called the Kurdistan Region of Iraq (KRI). The situation in Iraq is compounded by the fact that the country has its own IDPs. Many of the IDPs have also sought refuge in the Kurdistan region, which has a comparatively more stable security situation than the rest of the country.

Despite resource constraints, the Kurdistan Regional Government has taken several positive steps to ensure the safety of the refugees. In the Erbil Governorate, it has funded infrastructure in the refugee camps and provides extensive support to health and education programmes within the camps.³ The authorities have also granted permission for Syrian refugees to enroll in public schools and work in the KRI. This approval to allow refugees to work is conditional on them having a residency permit. This poses a challenge for many refugees as the legal documents required to apply for residency are often left behind in Syria. The granting of a residency permit does not automatically grant refugees a job. Additionally, refugees are unable to register businesses, own land or open bank accounts, as these activities require Iraqi national identification documents.

A SGBV assessment conducted by UN Women in the Kurdistan region highlighted that women were at risk of violence due to the forced relocation. The increased levels of violence resulted from the breakdown of community structures and the lack of economic opportunities.⁴ The lack of access to funds makes it extremely difficult for refugees to fulfill basic needs such as affordable and safe housing, food and clothing.

Additionally, a needs assessment conducted in 2014 established that 12 per cent of Syrian households living in refugee camps in the KRI reported having no source of income in the 30 days preceding the assessment.⁵ Syrian refugees, particularly women, face a shortage of jobs in Kurdistan when compared to relatively less difficult access for locals; employment opportunity within camps has also remained limited. A REACH assessment report from April 2014 stated that Syrian refugees have fewer opportunities to develop livelihoods than the local population, especially due to the camp context as well as challenges such as language barriers and a volatile security situation in the country.⁶ Most families were found to be in debt and receiving financial support from employed extended family members or through access to small loans. Such support mechanisms were used to cover basic needs but could have been used to fund livelihood activities. However, the challenge was compounded by the fact that the cost of living in the KRI is higher than in Syria.⁷

Jordan

Jordan hosts more than 650,000 refugees (50.7 per cent are female and 49.3 per cent are male).⁸ The governorates of Mafraq, Ar-Ramtha and Zarqa, all along the border with Syria, are reported to host around 80 per cent of refugees in Jordan. Approximately 80,000 refugees reside in the Za'atari camp,

² Joint Assessment for Syrians in Egypt, Nov 2013

³ Regional Refugee & Resilience Plan 2015-2016, Iraq

⁴ We just keep silent: Gender-based violence amongst Syrian refugees in the Kurdistan Region of Iraq, UN Women, 2014

⁵ Multi-Sector Needs Assessment of Syrian Refugees in Camps, UNHCR, 2014

⁶ REACH, Thematic Assessment Report, Economic Survey of Syrian Refugees, Refugee Camps, Kurdistan Region of Iraq, April 2014

⁷ Rapid Needs Assessment: Situation of children, youth and adults with disabilities, within and around Domiz, Northern Iraq, Handicap International and UNICEF

⁸ <http://data.unhcr.org/syrianrefugees/country.php?id=107>

while 61,318 refugees are located across Marjeeb al-Fahood, Cyber City and Al-Azraq camps; the remaining 78 per cent live among host communities in other urban and rural areas.⁹ Eighty per cent of the refugees are reported to be living under the poverty line in Jordan,¹⁰ with 35 per cent of women categorised as being at “high-risk” from SGBV upon registration with UNHCR.

Refugees do not automatically acquire rights to residency, employment, public education or healthcare in Jordan. Foreigners require a residency permit to live in the country; most such permits are valid for one year and are granted in small numbers to refugees. The Jordanian Ministry of Labour has identified a list of professions and industries in which only Jordanian citizens are allowed to work. The government’s response to the Syrian refugee crisis is outlined in the Jordan National Resilience Plan 2014-2016 (NRP) and the Jordanian Response Plan (JRP). Jordan is not a signatory to the 1951 Refugee Convention, however Jordanian law does contain important aspects with regards to *non-refoulement* under Article 21 of the constitution. The country also has a specific refugee driven directive through a memorandum of understanding (MoU) signed with UNHCR. The MOU gives UNHCR the right to determine the refugee status of asylum seekers in the country. Jordan has been a member of the UNHCR Executive Committee since 2006. The committee advises on international protection and reviews the agency’s programmes. In February 2016, the Jordanian Compact was signed between the Kingdom of Jordan and the European Union, where Jordan pledged to turn the Syrian refugee crisis into a development opportunity through the development of jobs.¹¹

An assessment of SGBV trends and patterns carried out by UN Women in Jordan showed marked gaps in GBV awareness, with many focus group participants, believing that early marriage to Jordanian nationals garnered greater benefits because, in being citizens, they had relatively greater economic and earning capacities.¹² The assessment also highlighted that while early marriage is not uncommon in some regions of Syria, “the sense of economic and physical insecurity that, among other factors, drive early marriage is amplified in displacement.”¹³

Lebanon

Lebanon has reported an intake of around 1,176,971 refugees from Syria, (52.3 per cent female and 47.7 per cent male), including 52,335 Palestinian refugees from Syria, which adds to a pre-existing Palestinian refugee population of 280,000.¹⁴ All refugees reside among host communities, though some have moved into the already established Palestinian refugee camps to reduce costs. The Lebanese government signed a bilateral treaty for Economic and Social Cooperation and Coordination with Syria in 1993. The agreement abolished movement restrictions on persons and granted freedom to reside and work for nationals of both countries, in accordance with the existing laws in the country. Lebanon is not a signatory to the 1951 Geneva Convention or its 1967 Protocol.

The Lebanese government initially allowed Syrian refugees to enter Lebanon with little intervention;¹⁵ by January 2015 this policy changed and greater restrictions were placed on Syrians entering and residing in Lebanon. The bilateral agreement between Lebanon and Syria allows for temporary residence permits (renewal every six months) to Syrians with formal identification documents and for

⁹ <https://data.unhcr.org/syrianrefugees/country.php?id=107>

¹⁰ The impact of the Syrian refugee crisis on the labour market in Jordan: a preliminary analysis, ILO Regional Office for Arab States-Beirut: ILO, 2014

¹¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498021/Support_Syria_the_Region_London_2016_-_Jordan_Statement.pdf

¹² Gender-Based Violence and Child Protection among Syrian Refugees in Jordan, with a focus on Early Marriage, UN Women, 2013

¹³ Gender-Based Violence and Child Protection among Syrian Refugees in Jordan, with a focus on Early Marriage, UN Women, 2013, p. 3.

¹⁴ <http://data.unhcr.org/syrianrefugees/country.php?id=122>

¹⁵ This was not the case for Palestinian refugees from Syria who were denied entry to Lebanon beginning August 2013 and had difficulties renewing their residency starting in May 2014.

a fee of 200 USD. This fee places a significant burden on refugees to generate such a large amount. Many refugees have had difficulties in renewing their residencies since the 2015 policy change.¹⁶ During the renewal process Syrian refugees are now categorized as those registered with UNHCR and those who are not. Syrians registered with UNHCR must provide a pledge not to work in Lebanon, signed in the presence of a notary.¹⁷ Syrian who are not registered with UNHCR, must show proof of sponsorship by a Lebanese citizen. UNCHR estimates that the percentage of Syrian refugee households without valid residence permits rose from nine per cent in January 2015 to 61 per cent in July 2015.¹⁸ Syrians refugees also enter Lebanon without valid identification and through informal border crossings. Those who enter with proper identification but without proper border inspection can apply, through a “mercy petition plea” with the authorities, which requires a fee of 600 USD per person over the age of 15 years. The second category, which comprises the majority of refugees in the country, are those without any identifying documentation. This population is extremely vulnerable.

Based on the bilateral agreement, Syrian nationals can theoretically work in limited occupations (agriculture, construction and cleaning) if they have legal work permits; they may apply for a work permit without having to pay a fee, though they must have proper documentation. Adults who fear arrest because they are unable to work legally often send their children to work instead.

A 2013 gender analysis of Syrians in Lebanon reveals changes in patterns of mobility and lifestyles, where both women and men have been forced to redefine core aspects of their identities. Losing their traditional role as breadwinner, men seeking jobs and services often face threats and discrimination from some members of host communities and many women reported feeling that they had lost their femininity. In addition to caring for their families, women now have to support their families by going to the market, running errands, making decisions, and working in informal paid employment.¹⁹ While the project that produced the analysis aimed at increasing their sense of empowerment by building their resilience and capacities to access employment opportunities, it appears that not everyone was prepared to handle shifting gender norms.

Syria

UNHCR estimates that 13.5 million people are in need of humanitarian assistance in Syria.²⁰ The prolonged fighting has resulted in severe damage across the country. One of the primary challenges in deploying aid to affected people has been the conflict itself, which has hindered international aid agencies from entering the country. With this in mind, the UN Security Council unanimously adopted Resolution 2139 (2014), which states that, “all parties in particular the Syrian authorities, promptly allow rapid, safe and unhindered humanitarian access for UN humanitarian agencies and their implementing partners, including across conflict lines and across borders.”²¹ UNHCR states that there are 6.5 million IDPs in the country even though the number is considered fluid. Many Syrians leave their homes to escape the fighting and return when the conflict has temporarily subsided, which leaves many with the feeling of having been displaced several times over.²²

¹⁶ Human Rights Watch, <http://www.hrw.org/news/2016/01/12/lebanon-residency-rules-put-syrians-risk>

¹⁷ While Syrians registered with UNHCR are considered refugees by UNHCR, they are not legally refugees in Lebanon as Lebanon has not ratified the 1951 Geneva convention.

¹⁸ UN Inter-Agency Coordination Lebanon, Protection Sector, Monthly Dashboard July 2015, available at: <http://data.unhcr.org/syrianrefugees/download.php?id=9508>

¹⁹ Sifting Sands: Changing Gender roles among refugees in Lebanon, Abaad-Resource Centre for Gender Equality and Oxfam, 2013

²⁰ <http://www.unhcr.org/sy/>

²¹ UN Security Council S/RES/2139 (2014), February 22, 2014

²² Syria: Overview of the Humanitarian Response, Congressional Research Service, 2014

Annex VII: Programme Overview by Country

Egypt

In Egypt, the project was implemented through a partnership with the National Council for Women (NCW), the national women's machinery. Two women's protection and vocational training centres were established in Giza Governorate, in Al-Haram run by NCW and 6th of October City run by INSAN foundation, where the majority of Syrian refugees reside. These centres provided vocational training and SGBV/ women's rights awareness training to Syrian refugees and Egyptian women from host communities. Vocational training areas were determined based on an assessment conducted by UNICEF and participant surveys and included crochet, embroidery, basic health care in emergencies, cooking, tailoring and hairdressing. Vocational training sessions ranged in duration from two to four weeks depending on the topic area. CARE provided two day trainings on SGBV-women's rights awareness. These sessions discussed the differences between sex and gender; explored the social construction of gender and social and cultural expectations for males and females; identified the forms of SGBV and explored their causes and consequences; and provided attendees with skills to address common SGBV issues in their communities. The project provided vocational training to 1465 Syrian and Egyptian women through the two centres. The project also reached 780 women and girls and 12 men and boys under the SGBV/women's rights awareness training.

Iraq

The project in Iraq was implemented in Baserma refugee camp, which hosts approximately 3,485 Syrian refugees (of which 1676 are women and girls). The Baserma camp is the farthest away from the city of Erbil, with limited public transportation options. UN Women engaged two local non-governmental organizations (NGOs) to implement the project: the Women's Empowerment Organization (WEO) the first year and the Women's Rehabilitation Organization (WRO) the second year. Syrian women were provided with vocational training in sewing and hairdressing and received cash-for-work. Those attending the sewing training produced baby kits and women's traditional dresses, which were sent to UNHCR and UNICEF for distribution to Syrian refugees. Women participating in the hairdressing training attended sessions in the morning and provided hairdressing services to other women in the camp in the afternoons. Trainings were also provided in handicrafts, as well as English language and computer. The SGBV/women's rights awareness sessions included information on psychosocial support, trauma, awareness of gender rights and legal mechanisms and introduced participants to the SGBV referral pathway for prevention and response. A mobile team also informed the community of scheduled activities and assisted in identifying survivors of violence within the camp. In total, the project reached 270 women through the cash-for-work and vocational training component. An additional 307 women were provided with psychosocial support by social workers, while 485 women and girls participated in the SGBV awareness training.

Lebanon

In Lebanon, UN Women partnered with the Ministry of Social Affairs (MoSA), which facilitated the use of the Ministry's Social Development Centres (SDCs) for vocational trainings. The project supported community centres in Akkar and Beirut to provide vocational training, as well as to support the establishment of women agro-business cooperatives and provide access to funds through cash-for-work. The SDCs also provided safe spaces for women and served as community mobilisation forums and provided training on women's rights. Implementing partners for vocational training activities were Fair Trade Lebanon (FTL) and the Safadi Foundation. Agro-business training

implemented by FTL was divided into two categories, catering and food production, based on the needs and uniqueness of urban and rural areas. Training was imparted in embroidery, sewing and tailoring, soap making, mobile phone repair, crochet and cross-stitching (Point de Croix), accessory making and decoration. ABAAD was brought in to train an SGBV / women's rights awareness peer educators to disseminate information on SGBV by holding sessions at the centres. These peer educators would conduct their sessions in the SDCs with the support of ABAAD staff. In total, 388 women participated in the vocational trainings conducted by the Safadi Foundation. An additional 320 women participated in the agro-business trainings carried out by FTL. Under the gender awareness sessions, the project reached 512 women and girls and 80 men and boys.

Jordan

In Jordan cash-for-work reached 179 Syrian women in Za'atari camp. Cash for work activities were divided into semi-skilled, skilled and highly skilled categories, encompassing a broad spectrum of activities and allowing a maximum outreach and applicability for refugees. Additionally, UN Women identified goods that various agencies procured from abroad which could be made in the camp. The organisations procuring the items were approached and requested to purchase the products from the refugee women. Women were also engaged as social workers and in management roles. Proceeds from the cash-for-work component were also used to pay for medical procedures that could not be covered by other organisations, two hot meals a month to Oasis users, and severance payments. The project also established women's protection and vocational training centre, known as "Oasis." Each Oasis served as a safe space for recreational, educational and psychosocial activities and for social gatherings. The SGBV/women's rights component also included a protection officer, the formation of community networks and committees among Syrian refugees in the camp, a civic engagement and mentoring programme for women and men, as well as "HeForShe sessions" for men and youth. Trainings included sessions on stress management, SGBV prevention, Do No Harm principles, and confidentiality and mandatory reporting. Mechanisms for identifying and referring women survivors of SGBV were also established.

A Syrian women's committee of 22 women from across the camp, was established to provide a mechanism for women's involvement in community decision-making. UN Women facilitated regular meetings between the committee and camp management. Project partners in Jordan were the Ministry of Planning and International Cooperation (MOPIC) and the Syrian Refugees Affairs Directorate (SRAD), while the Arab Renaissance for Democracy and Development (ARDD-Legal Aid) implemented some project activities.

Syria

In Syria, the project was implemented in partnership with UNDP and UNFPA. UN Women supported UNDP vocational training in food processing, cooking, sewing, traditional handicrafts, English language and computer in Homs, Tartous, Hassakeh, Hama and rural Damascus. Advocacy campaigns and SGBV/women's rights trainings to enhance protection were also carried out. UNFPA activities supported two women's safe spaces in Homs and rural Homs. Activities included SGBV case management, legal consultation, psychosocial support, awareness sessions and life skills activities. UNFPA also conducted training for service providers. The project provided vocational training to 504 women; an additional 96 women worked in a food processing workshop and kitchen in Hama to provide healthy and affordable meals to local markets. 600 women and girls participated in gender awareness sessions, while 46 men and boys were trained as service providers for survivors service providers for survivors of SGBV.

Annex VIII: Evaluation Terms of Reference

Terms of Reference for Final Evaluation of Economic Empowerment of Syrian Women Regional Project

UN Women ROAS is seeking consultancy services of a consulting firm/institution to conduct a Final Evaluation of Economic Empowerment of Syrian Women Regional Project to contribute to enhancing UN Women ROAS's approach to supporting Syrian women's economic empowerment and strengthening their capacities to claim their rights through increased access to economic recovery opportunities, training and meaningful engagement in community life.

Background	<p>The Economic Empowerment of Syrian Women Regional Project was developed in 2014 in response to the growing humanitarian crisis in Syria. Fierce fighting across large parts of the country has led to massive displacement and mounting refugee outflows. The number of Syrian refugees in neighboring countries had reached an estimated 4.3 million by December 2015.²³ The 2016 Syrian Humanitarian Response Plan estimated 13.5 million Syrians now require humanitarian assistance inside Syria, of whom 6 million are children and 6.5 million are internally displaced persons.²⁴</p> <p>The overall goal of the two year (March 2014 to March 2016), USD \$2.9 million project funded by the Government of Japan, is to economically empower vulnerable Syrian women and strengthen their capacities to claim their rights through increased access to economic recovery opportunities, training and meaningful engagement in community life. This is aimed at empowering the target group and laying the foundational cornerstones for increased self-reliance and durable solutions for the 'day after' in Syria. The project also aims at enhancing the protection of Syrian women through GBV training and awareness campaigns.</p> <p>The project was developed based on prior successes as well as on <i>Leadership, Empowerment, Assistance, and Durable Solutions for Syrian Women Refugees project</i> implemented in the Syrian refugee camp of Zaatari in Jordan. This project established a women's protection and vocational training centre known as the "Women and Girls Oasis," which combined a "cash for work" programme for Syrian women refugees and a safe space for recreational, educational and psychosocial activities. The centre served as a space for women to gather and share experiences providing a powerful coping mechanism for many of the women refugees. The centre has provided trainings and facilitated discussions on GBV issues including on its root causes, contributing factors, consequences, and relationship to other human rights violations.</p> <p>The Economic Empowerment of Syrian Women regional project has used this model to address Syrian women's economic vulnerabilities in Syria as well as in the four host 1 3RP Regional Refugee and Response Plan 2016-2017 – In Response to the Refugee Crisis 2 Ibid 6 countries of Jordan, Lebanon, Iraq, and Egypt. The project has two main outcomes and four outputs, listed below:</p> <p>Outcome 1: Vulnerable Syrian women empowered through increased access to economic recovery opportunities and enhanced capacities for meaningful</p>
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²³ 3RP Regional Refugee and Response Plan 2016-2017 – In Response to the Refugee Crisis

²⁴ Ibid

participation in community decisions by June 2016

Output 1.0: Establishment and Expansion of Women’s Community Centres for inclusive and effective women’s and girls’ participation in community decision making

Output 1.1: Income generation activities through the “Cash for Work” approach sustained and expanded.

Outcome 2: GBV and VAW reduced to strengthen the capacities of the Syrian women to claim their rights and meaningfully engage in community decision making by June 2016

Output 2.0: Advocacy campaigns conducted to increase awareness on women’s rights and capacities of Syrian women to claim their rights strengthened

Output 2.1: Strengthen the capacities of service providers for effective service delivery to survivors of gender based violence

Women’s centres serve as venues for vocational training and capacity building activities targeting women and girls in particular while engaging men and boys on awareness raising and advocacy on women’s rights and gender based violence. These centres have also helped establish and sustain women’s peer social support mechanisms and encouraged women’s active participation in decision-making processes and community mobilization efforts.

The cash for work initiatives are intended to encourage women to generate income while at the same time serving to promote their self-esteem, confidence and increase their visibility. The project has provided vocational trainings and business development skills to start up economic activities including community kitchens, food processing, tailoring and other economic activities as identified by women and girls themselves and based on an initial rapid assessment to identify existing skills among women and girls in the refugee camps and host communities and context relevant economic opportunities. The access to cash, although limited, is vital to boost positive coping mechanisms among IDPs, vulnerable hosting communities and refugees. Access to economic recovery initiatives targeting women and girls in particular strengthens their position within the communities as well as mitigate some of the additional vulnerabilities they face as displaced and as refugees.

The GBV component has focused primarily on providing GBV awareness training for Syrian women, girls, men and boys as well as host communities. These trainings have discussed existing international and national GBV related laws in each country, as well as available GBV services in each country. GBV training has also been conducted for service providers in Syria. In addition, public GBV awareness campaigns were arranged in some countries such as Lebanon and Iraq.

The project has been tailored to respond to the contingencies of each national context. Hosting arrangements differ among countries. In Lebanon (1,176,971) and Egypt (139,289), Syrian refugees live mostly among the host communities. Refugees in Iraq (224,356) are roughly divided between camps and host communities. In Jordan (587,308), some 70 per cent of Syrian refugees live amongst the host communities, while the remainder is hosted in camps. In Iraq and Jordan, the project is being implemented in refugee camps while in Egypt and

Lebanon the focus is on refugees living in host as there are no refugee camps.

In **Egypt**, the project is implemented in Giza Governorate which hosts the majority of the almost 140,000 Syrian refugees residing in Egypt. Two community centres for vocational training have been established, one in Giza and the other in the 6th October areas. These centres provide vocational training and psycho-social support and training on violence against women. As of September 2015, 560 women (60% of whom are Syrian refugees) had received vocational training and GBV training sessions.

Project activities in **Iraq** are being implemented in the Baserma refugee camp in Erbil hosting about 3,485 Syrian refugees (of which 1,676 are women and girls). Vocational training is aimed at building the capacity of Syrian women by equipping them with market oriented skills and engaging them in income generation activities, through the cash for work modality, to strengthen their economic resilience.

In **Jordan**, the project is being implemented in Al-Za'atari refugee camp, supporting cash for work opportunities and providing life skills and vocational training. The two Oasis Centres have provided a space for trainings, social activities, support, classes and recreation for parents and children. As of September 2015, the project had supported 118 cash for work opportunities. In addition, the two Oasis Centres within Za'tari camp had received 8,362 requests for support and a total of 1,354 women refugees and 193 men benefitted from life skills and vocational training activities.

In **Lebanon**, the project supports four community centres, three in Akkar (Halba, Tekrit and Khraibet Al-Jundi) and one in Beirut (Tarik Jadidah). The four centers provide professional training in six vocational professions, agro-business and GBV, in addition to engaging the beneficiaries in income generation activities. As of December 2015, 404 women had received vocational or agro-business training, with an estimated 769 women expected to be trained in total by March 2016. In addition, 130 men and women have participated in GBV awareness sessions which are expected to reach a total number of 405 women and men by project end.

A similar initiative has been initiated inside **Syria** in cooperation with UNDP where vocational training and cash for work initiatives are being extended to women IDPs to enhance their resilience and enable them support their families. The project is working with women IDPs in Homs, Hama, and Tratous. In cooperation with UNFPA, community centers in target areas are providing psycho-social support to women as well as capacity building for service providers.

Project activities in Jordan and Iraq are being implemented directly by UN Women Country Offices in those countries, the Regional Office for Arab States is implementing the project directly in Egypt, Lebanon and Syria.

Key stakeholders for the work conducted under the project include: i) the government of Japan (the donor); ii) key national institutions and local authorities in each country and iii) implementing partners in the UN System, specifically UNDP and UNFPA, and potentially other agencies working in the humanitarian field; and iv) national and local NGOs working on the Syrian response.

<p>Purpose, Scope and Objectives</p>	<p>The main purpose of the final project evaluation is to contribute to enhancing UN Women ROAS’s approach to programming in the humanitarian field and the Syrian response. The findings will be used to inform future programmatic decisions, organizational learning and accountability to the Government of Japan as well as for the identification of good practices to supporting Syrian women’s economic empowerment. The evaluation is also expected to feed into UN Women’s flagship programme on resilience. The targeted users of the evaluation are UN Women Senior Management, project staff, and key stakeholders (donors, other regional actors, UN system) working on the Syrian response.</p> <p>The evaluation will be summative in nature, covering the entire project period from March 2014 to 2016. The scope of the evaluation is regional; it will include the five countries where activities are being implemented under the project, Egypt, Iraq, Jordan, Lebanon, and Syria²⁵.</p> <p>The specific objectives of the evaluation are to:</p> <ul style="list-style-type: none"> • Assess the relevance of UN Women’s ROAS project strategy in supporting Syrian women’s economic empowerment and enhancing their protection, as well as UN Women’s comparative advantage/added value in this area as compared with key partners; • Assess effectiveness and efficiency in progressing towards the achievement of results; • Identify and validate lessons learned and good practice examples of work supported by UN Women; • Provide actionable recommendations with respect to UN Women’s strategy on promoting Syrian women’s economic empowerment in the region. <p>Key evaluation questions²⁶:</p> <p>Relevance:</p> <ul style="list-style-type: none"> • To what extent has UN Women ROAS established a relevant, realistic and strategic approach for its work in support of Syrian women’s economic empowerment in humanitarian contexts in the five countries? How has the approach differed in the different countries and between host community and camp settings? • Did the project as designed and implemented meet the needs and priorities of all the targeted groups, including those who were most vulnerable? • To what extent does UN Women’s approach complement and add value to that of other actors in the context of the 3RP Regional Refugee and Resilience Plan²⁷ to in response to the Syria crisis and national response plans in the countries where they exist? <p>Effectiveness:</p> <ul style="list-style-type: none"> • What is the progress towards results that UN Women has contributed to so far? What changes, positive and negative, have occurred in the lives of participating
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²⁵ The inclusion of Syria in the fieldwork for the evaluation will depend on the security situation. Interviews may be conducted virtually.

²⁶ The proposed criteria and evaluation questions will be discussed with the evaluation team and refined in the inception report if needed. Sub-questions will also be developed for each evaluation question.

²⁷ While UN Women is not part of the 3RP under this project, the evaluation will assess the relevance of the work UN Women is conducting under this project vis a vis the 3RP.

	<p>Syrian women as a result of project participation towards the realization of their human rights and gender equality?</p> <ul style="list-style-type: none"> • To what extent has UN Women’s approach integrated gender equality and human rights in the design and implementation of the project? • What are enabling and limiting factors that contributed to the achievement of results and what actions need to be taken to overcome any barriers in future work in this area? <p>Efficiency:</p> <ul style="list-style-type: none"> • How economically were resources/inputs (funds, expertise, time, etc.) converted into results? • What operational mechanisms, including management arrangements and procedures, are needed to make UN Women’s approach at the regional level, to supporting Syrian women’s economic empowerment in humanitarian settings more efficient? • Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges? 												
Deliverables	<p>The Regional Office reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the UN Women Evaluation Office.</p> <table border="1" data-bbox="406 1115 1385 2009"> <tr> <td colspan="3" data-bbox="406 1153 1385 1187">Inception phase of evaluation</td> </tr> <tr> <td data-bbox="406 1187 593 1724">Inception report (including two rounds of revision)</td> <td data-bbox="593 1187 1232 1724">Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Regional Office and, based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with reference group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.</td> <td data-bbox="1232 1187 1385 1724">March 23</td> </tr> <tr> <td colspan="3" data-bbox="406 1724 1385 1758">Data collection phase of evaluation</td> </tr> <tr> <td data-bbox="406 1758 593 2009">Case studies</td> <td data-bbox="593 1758 1232 2009">During the country visits, two case studies should be produced, one from a refugee context and one in the host community setting. The format and methodology of the case study will be defined in the inception report. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments</td> <td data-bbox="1232 1758 1385 2009">April 23</td> </tr> </table>	Inception phase of evaluation			Inception report (including two rounds of revision)	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Regional Office and, based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with reference group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	March 23	Data collection phase of evaluation			Case studies	During the country visits, two case studies should be produced, one from a refugee context and one in the host community setting. The format and methodology of the case study will be defined in the inception report. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments	April 23
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Analysis and reporting phase										
Draft Report (including two rounds of revision prior to the final report)	A first draft report will be shared with the Regional Office for initial feedback. The second draft report will incorporate ROAS feedback and will be shared with the reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	April 23								
PowerPoint presentation	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Regional Office for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.	April 23								
Final Report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report.	May 13								
Evaluation Brief	A dissemination product/pamphlet extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format.	May 13								
<p>The payments will be completed after receipt of invoice as well as receipt and acceptance of the product/s. The schedule of payments is as follows:</p> <table border="1"> <thead> <tr> <th>Deliverable</th> <th>Payment condition</th> </tr> </thead> <tbody> <tr> <td>Inception Report</td> <td>40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.</td> </tr> <tr> <td>Draft evaluation report with case studies in draft form plus PowerPoint Presentation</td> <td>40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.</td> </tr> <tr> <td>Final Evaluation Report and Evaluation Brief</td> <td>20% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.</td> </tr> </tbody> </table>			Deliverable	Payment condition	Inception Report	40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.	Draft evaluation report with case studies in draft form plus PowerPoint Presentation	40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.	Final Evaluation Report and Evaluation Brief	20% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
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Activities/ Tasks	The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the regional and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy ²⁸ and adhere to the United Nations norms and									

²⁸ UN Women, Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)

standards for evaluation in the UN System²⁹.

The evaluation methodology will employ mixed methods and an innovative approach for capturing results, to ensure that the views of a diverse group of participants are represented in the evaluation. The evaluation will ensure to analyse potential differences with respect to design, implementation and results based on country context, host community vs. camp setting, sex, age, and other relevant categories. The analysis of the application of human rights and gender equality principles in the project will be an integral part of the final evaluation report. The evaluation team will begin with a desk review of relevant project documents including Progress Reports, PRODOC including the five concept notes developed specifically for each country, and monitoring reports. This will be followed by field visits to the countries which are part of the regional project, specifically Egypt, Iraq, Jordan, Lebanon and potentially Iraq depending on the security situation. Two case studies will be conducted during fieldwork, one in a camp setting and one in a host community setting to examine the different approaches. Given that work in Syria began in December 2015 and due to the security situation, data collection for Syria may be conducted virtually in cooperation with UNDP and UNFPA who are implementing the project.

The evaluation process has five phases:³⁰

- 1) **Preparation:** gathering and analysing project data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference group, and recruitment of the evaluation team;
- 2) **Inception:** consultations between the evaluation team and the Regional Office, project portfolio review, stakeholder mapping, inception meetings with the reference group, review of the results logic for the project and development of a theory of change, finalization of evaluation methodology and inception report;
- 3) **Data collection and analysis:** desk review, in-depth review of relevant regional and country level documents, and online interviews where necessary, country visits;
- 4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products; and
- 5) **Dissemination and follow-up:** development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website⁹, and production of other knowledge products and learning events, such as a webinar and an evaluation brief.

Ethical Code of Conduct

The evaluation shall be conducted in accordance with the principles outlined in both UNEG Norms and Standards for Evaluation in the UN System and the UNEG 'Ethical Guidelines for Evaluation'. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation. The UNEG Ethical Guidelines can be found at: http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=102.

²⁹ United Nations Evaluation Group, Norms and Standards for evaluation in the UN System, access at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

³⁰ Phases one and five are the responsibility of UN Women.

	<p>The UNEG Code of Conduct for Evaluation in the UN system can be found at: http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100</p>
	<p>The core evaluation team will be composed of two (2) independent consultants from a firm which has at least five (5) years experience in evaluation. The firm should demonstrate financial stability and have sound quality assurance procedures in place. The team members should have extensive experience in evaluation, with some experience working in humanitarian settings, as well as in the thematic areas of women’s economic empowerment and gender based violence. Team members should also have experience working in the Arab States region. The team will include an experienced team leader / evaluation specialist and a senior expert on humanitarian interventions (preferably with evaluation experience. All team members must sign the “Evaluation consultant’s agreement form,” based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system. The work should not be subcontracted to other firms.</p> <p>The combined expertise of the team should include:</p> <ul style="list-style-type: none"> • Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.³¹ • Previous experience in conducting evaluations of regional, complex multi-stakeholder evaluations, preferably for the UN system. • Knowledge of the relevant international frameworks pertaining to gender equality and women’s economic empowerment, humanitarian assistance and gender based violence • Country level programming expertise and knowledge about humanitarian interventions, preferably in the Arab States region • Knowledge of women’s economic empowerment and gender based violence programming • Expertise in gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related UN mandates • Strong experience and knowledge in human rights issues, the human rights based approach to programming, human rights analysis and related UN mandates. • Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders. • Fluency in Arabic and English. • Balance in terms of gender and international / national representation is desirable. • Experience in the Arab States region. <p>Below is a more detailed description of the tasks and qualification requirements for each team member.</p> <p>Team Leader</p> <p>The team leader, with at least 12 years of evaluation experience, will be responsible for delivering the key evaluation products. S/he will coordinate the work of all other team members during all phases of the evaluation process,</p>

³¹ UN Women’s Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Evaluation Task Manager (RES), he/she will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

- Developing an inception report outlining the design and methodology of the evaluation, including data collection tools, the required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR.
- Directing and supervising the research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct, overseeing and assuring quality of country visits, and taking a lead in the analysis of evaluation evidence.
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on country visits, desk research, focus groups, surveys, etc.
- Preparing for meetings with the Evaluation Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the Evaluation Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Evaluation Task Manager.
- Preparing evaluation brief, PPT presentation and working with the report editor, responding to final edits on the evaluation report.
- Participating in a Webinar to present evaluation results.

Qualifications:

- At least 12 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in political science;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;
- Previous experience in conducting evaluations on humanitarian interventions, GBV or related themes would be considered an asset;
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the regional and country level;
- Experience and knowledge on gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women’s movements;
- Experience or knowledge on the human rights international framework, parliamentary work, democracy, governance, rule of law, and related mandates within the UN system; • Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in Arabic and English.

Senior Gender and Humanitarian Expert

The senior gender and humanitarian expert will provide substantive advice on the integration of gender in humanitarian contexts in the design and analysis of the

	<p>evaluation. Under the overall supervision of the evaluation team leader, the senior gender and humanitarian expert will participate in the inception and the conduct phases of the evaluation. S/he will provide inputs to the inception report and participate in the field work. In addition, s/he will contribute to the preparation of the final report and evaluation brief as necessary.</p> <p>Qualifications:</p> <ul style="list-style-type: none"> • At least 7-10 years professional experience in gender equality and women’s empowerment issues, gender mainstreaming, gender analysis in the humanitarian context, preferably with some experience in the region; • Experience/knowledge on women’s economic empowerment and gender based violence programming • Thorough knowledge of the related mandates within the UN system and particularly that of UN Women’s; • Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system; • Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders; • Fluent in Arabic and English.
<p>Roles and responsibilities of the parties</p>	<p>The UN Women ROAS is responsible for the management and quality assurance of this regional evaluation. The Regional Office will hire an external and independent evaluation firm to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in the thematic area. ROAS will manage the evaluation process and constitute a quality assurance system. The evaluation team will be responsible for all logistical and preparation arrangements. The Evaluation Office, through the Regional Evaluation Specialist (RES) for the Arab States, will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents. The establishment of reference groups will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference group will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. It will be composed of UN Women senior managers/staff, other UN System partners, key regional level partners and civil society.</p>
<p>Timeframe and location</p>	<p>The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. Please see deliverables section for deliverables and timeframe. The evaluation is planned to start no later than February 2016.</p>
<p>Communication and reporting obligations</p>	<p>The deliverables section details the expected reports and milestones. The Regional Evaluation Specialist at the UN Women Regional Office for Arab States will be the primary liaison with the Evaluation Team. Communication will be done through virtual means.</p>